

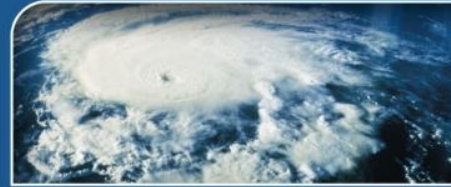
**U.S. Department of the Interior
Office of Emergency Management**

Senior Executive Emergency Management Council Meeting

December 6, 2017



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Agenda

- **Updates** – *Lisa Branum*
- **NLE 2018 Update** – *Kerry Trojnar and Kevin Misenheimer*
- **Strategic Hazard Identification and Risk Assessment Update** – *Jason Marineau*
- **2017 Atlantic Hurricane Season After Action Review**
 - Validate themes
 - Provide direction or additional inputs



Updates

- Zika Memo
 - Removed from formal concurrence process
- DM 900 Update
 - Chapter 1 to be released as “interim policy”
 - Need concurrence
 - Focus on sections 1.7 and 1.8 (Emergency Management Funding Requirements and Incident Response Requirements)
- Deputy Secretary-level recognition for 2017 hurricane season
 - Need names

U.S. Department of the Interior
Office of Emergency Management

National Level Exercise 2018 Fall - 2017 Update



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Background

National Level Exercise (NLE) 2018 provides an opportunity to design, develop, and execute a whole community exercise that tests and evaluates our plans, policies, and procedures as well as our core capabilities for a catastrophic hurricane incident response and recovery, as required by law.

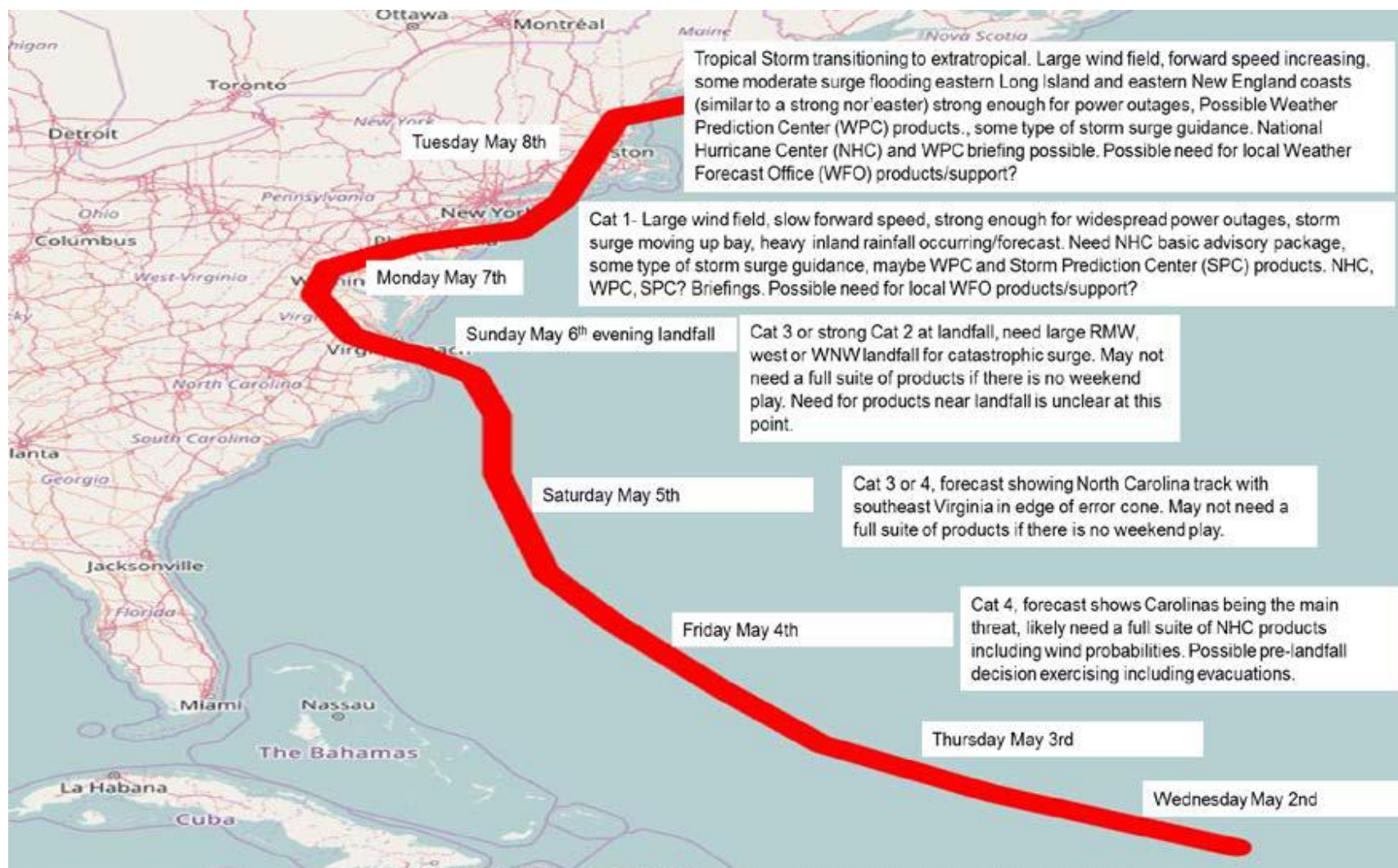
Scenario

A major hurricane is projected to make landfall in the mid-Atlantic region with models predicting severe loss of life and substantial damage to residences, businesses, and critical infrastructure.

The projected path and forecast of the major hurricane is expected to cause significant coastal and inland flooding, major storm surge, and strong winds that result in long-duration power outages and interdependent impacts to other sectors such as transportation, fuel, water and wastewater, and public health in the mid-Atlantic area, including the National Capital Region.



Scenario: Storm Track and Landfall Date





OEM Major Themes and Objectives

1. Examine the ability of the Office of the Secretary and Policy, Management and Budget (PMB) to take and communicate protective actions before, and account for and report employee status after a major hurricane impacting the National Capital Region.
2. Demonstrate the ability of DOI to conduct command and control and to coordinate the continuation of essential functions from continuity sites.
3. Assess the effectiveness of the DOI Baseline All-Hazards Operations Plan to employ the tools, resources and structures of DOI emergency management to include the following specific sub-objectives:
 - a) Examine the ability of OEM to alert, roster and deploy surge and support resources (in the form of the IST, SILC, and IMAT) to support DOI emergency operations (some deployment may be simulated)
 - b) Examine the effectiveness of the EMC and SE-EMC to coordinate DOI emergency management actions, information sharing and resource deployments in order to inform senior level decision-making.



OEM Major Themes and Objectives

4. Demonstrate the ability of DOI to provide a common operating picture and succinct situational awareness throughout the preparation and response phases of the exercise.
5. Examine the process for senior leadership to evaluate information, coordinate decisions and issue policy direction during severe and catastrophic events.



Plans, Policies and Procedures

The following plans, policies and procedures will be reviewed/utilized during NLE 2018:

- Departmental Manual Chapter 900
- *DOI All-Hazards Baseline Operations Plan*
- *DOI Continuity of Operations Plan*
- Office of the Secretary and Bureau Employee Accountability Plans



Building Block Events:

Crisis Communications TTX: A TTX for bureau/office communications professionals to provide direction on the Department's crisis coms priorities.

Employee Accountability TTX: Through 1-2 meetings and then a 3-4 hour session in the fall of 2017, walk through employee accountability processes, procedures, and plans.

OEM TTX: A 2 hour discussion of OEM's roles, responsibilities and plans in the event of a large scale emergency in the NCR.

Continuity Activation TTX: A 1-2 hour discussion with senior leadership to determine thresholds and recommendations for continuity activations outside of COGCON system.

EMC TTX: A 1.5 hour discussion – based exercise to review EM Coordinator roles and responsibilities in a given scenario and examine how the EMC functions on an incident specific basis.



Building Block Events:

SE-EMC TTX: A 1 hour discussion and briefing on issues that would need to be elevated to the SE-EMC based on the EMC incident specific TTX.

DOI Business Process TTX: A discussion among bureau personnel in finance, budget, acquisition, and emergency management to facilitate application of the agreements in the *DOI All Hazards Business Management Handbook*.

Senior Political Leadership TTX: A 1-2 hour discussion and briefing to examine the priorities and strategies of senior leadership during significant incidents and discuss strategic communication and information management strategies and systems.

Field-Level Planning Workshop: A half-day to day discussion and briefing session focused on opportunities for region/field-level offices to participate in the NLE 2018 exercises, especially during the April 30-May 11 participation window.



Proposed Planning and Events Timeline

Meetings & Events	Date
Crisis Communications TTX	TBD: Fall 2017
Mid-Term Planning Mtg	November 2017
Employee Accountability TTX	TBD: Fall 2017
OEM TTX	TBD: Winter 2018
Continuity TTX	TBD: Winter 2018
EMC TTX	February 7, 2018
MSEL Meeting	March 2018
SE-EMC TTX	March 7, 2018
Business Process TTX	TBD: March, 2018
Final Planning Mtg	April 2018
Senior Leaders TTX	May 8, 2018
Exercise Conduct	April – May 2018



NLE 2018 Bureau Participation

- Submit Extent of Play Information to OEM
- Volunteer to support exercise planning and building block events work groups
- Mid-Term Planning Meeting – November 14, 2017

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Strategic Hazard Identification and Risk Assessment Update



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- **When** – February 27-28
- **Where** – MIB North Penthouse
- **Who** – 1-2 Representatives from NPS, FWS, BLM, USBR, BSEE, BIA, OEPC, OEM, USPP, OWF, OLES, and PAM.
- **Goals:**
 - Develop an actionable plan for creating the analytical approach, visualizations, and delivery mechanisms to communicate results that would serve DOI's short and long-term needs.
 - Develop a community of practice within USGS and DOI that would be focused on nation-wide hazard/risk analysis who could help determine how to make this work transferable and scale-able to DOI bureaus, offices, and partners such as tribal, state, and other federal agencies.
 - Develop a forward strategy for collaboration that is desirable, practical, and achievable for all parties involved.



Workshop Deliverable: An agreed upon plan for Phase II analysis and data

- Determining what DOI lands are or are not to be included.
- Determining how to measure risk to DOI interests related to (a) human populations, (b) infrastructure, buildings, and critical facilities, (c) natural resources of economic value, (d) habitats, and (e) cultural assets.
- Determining hazard-specific definitions and thresholds of engagement (care/intervention) for a suite of biological, meteorological, geophysical, technological, and wildland fire hazards.
- Discuss the role of secondary, coupled, and compounding hazards.
- Discuss the sources and responsibility for various hazard zones.
- Determining what kinds of products are desired and most useful to DOI bureaus, offices, and partners such as tribal, state, and other federal agencies, in terms of content (what information is desired), form (how should results be organized), and delivery mechanism (how should results be shared).
- Identifying computational challenges and developing solutions for those challenges (existing and future data) to integrate jurisdictional, hazard, and asset data in meaningful way and to communicate results effectively.

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2017 Atlantic Hurricane Season After Action Report



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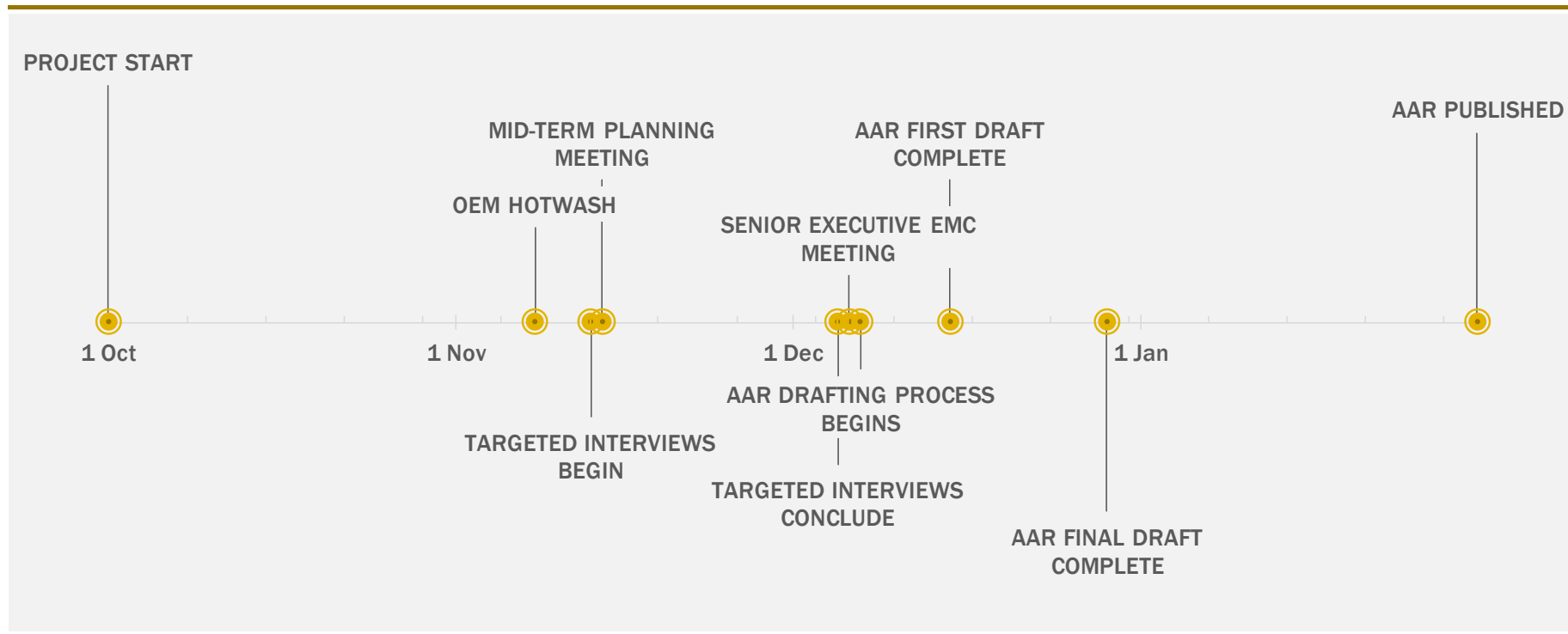


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AAR Timeline

2017 HURRICANE SEASON AAR TIMELINE





AAR “Themes”

1. Information Management and Reporting
2. Intra-Agency Coordination (EMC, Principal Planners, Field Units)
3. Inter-Agency Coordination
4. Resource Management (Acquisition, dispatch, agreements)
5. Financial, Administrative
6. Policies, Plans and Procedures
7. Deployments (FEMA Surge Capacity Force and Small Business Administration)
8. Information Technology and Support Tools



1. Information Management and Reporting

Responders suggested areas for improvement on managing information and messaging internally and externally.

- *“Additional clarity, and training, is needed on Departmental reporting requirements for complex emergency responses.”*
- *“RFIs need to be streamlined, standardized, and scheduled at regular intervals when possible.”*
- *“Train Incident Support Team (IST) and Senior Interagency Liaison Cadre (SILC) members to more effectively triage requests for information.”*
- *“It would help to know about the work flow - where the info comes from and where it goes. Who does the EM Daily go to and why does it matter?”*



1. Information Management and Reporting

Possible improvements or solutions include:

- Develop training program for those in EM support roles related to situational awareness, information management, and reporting
- Create “one stop shop” for disaster related information (pull vs. push model)
- Augment staffing in the IOC with additional FTEs specifically trained in information management including GIS specialists
- Policy reform and/or development of Standard Operating Procedures (SOP)



2. Intra-Agency Coordination

Responders focused on the need for better integration and coordination between bureaus and offices.

- *“Build an OEM surge force then recruit positions for Incident Support Team (IST), Senior Interagency Liaison Cadre (SILC), and Incident Command Team (ICT).”*
- *“HR, Budget, and Finance need better representation on the Incident Support Desk.”*
- *“Bureaus and offices maintained independent command and operations structures. Organizational structures should be unified and strategically coordinated.”*



2. Intra-Agency Coordination

Possible improvements or solutions include:

- Build a cadre of EM support (Incident Support Team) personnel from existing B/O staff—OEM to provide training, exercise, and some level of qualification (this would require the development of a DOI-level exercise program)
- Augment staffing (additional FTEs) in OEM to include those with expertise in HR, budget, IT, exercise, crisis communications, etc.
- Policy reform to encourage “unified command” in order to break down existing stovepipes
- Dedicate staff to regional coordination efforts



3. Inter-Agency Coordination

Responders focused on the need for consistency, and again urged for better integration and coordination between bureaus and offices.

- *“Collectively, we needed a more comprehensive, readily available common operational picture.”*
- *“Resurrect the Interior Regional Emergency Coordination Councils (I-RECC) efforts, or develop a cadre of individuals that are savvy enough about cross-bureau resources to work at the Joint Field Office (JFO) as soon as possible.”*
- *“The DOI Desk at the National Response Coordination Center (NRCC) should be staffed by the same person(s) for at least 4-5 days/nights in a row as a rotation.”*



3. Inter-Agency Coordination

Possible improvements or solutions include:

- Build a cadre of EM support personnel Senior Interagency Liaison Cadre (SILC) and Incident Command Team (ICT) from existing B/O staff—OEM to provide training, exercise, and some level of qualification (requires the development of a DOI-level exercise program)
- Augment staffing (additional FTEs) in OEM to include those with expertise in inter-agency disaster operations, federal response and recovery, etc.
- Create “one stop shop” for disaster related information (pull vs. push model)
- Resurrect and staff a regional coordination program



4. Resource Management

Responders focused on a lack of clarity related to mission and communications and a lack of a DOI-level integrated approach to problem solving.

- *“Needs and priorities should be better communicated. Too often it felt like every man for himself.”*
- *“Lack of an on-boarding plan - it seemed like there was no plan on what to do with me.”*
- *“Support was often lacking for those deployed in response to the hurricanes. Need to know how to acquire the basics; food, water, lodging, etc.”*



4. Resource Management

Possible improvements or solutions include:

- DOI policy and doctrine development for those deployed either to the National Capital Region in support of DOI HQ—or for those deployed in the field. This would include guides, Standard Operating Procedures, instructions, etc.
- Augment staffing in the IOC and in the field to support onboarding and processing of those being deployed.
- Create IQCS/ROSS/dispatch support position to be housed at National Interagency Fire Center (NIFC)



5. Financial, Administrative

Responders focused on weaknesses related to Mission Assignments (FEMA), transportation, and FBMS.

- *“Need for specificity related to logistics support for those executing the mission (i.e. lodging, food, water, vehicles, fuel, etc.) in the body of the Mission Assignment (MA).”*
- *“Need to send out upfront financial guidance for MA charging. Either to highlight what's already in policy, point to it, or something so we're not answering minutia questions here and there.”*
- *“Blanket Reimbursable Support Agreements (RSA) for SILC, IST and OEM Support Pre-Scripted MAs, with cost estimates.”*



5. Financial, Administrative

Possible improvements or solutions include:

- DOI policy reform or Standard Operating Procedures development to address challenges related to Mission Assignments, RSAs, and other budget-related tools or systems as related to disaster operations.
- Inter-agency policy reform to add detail to Mission Assignments specifically related to the logistics requirements for those supporting the Mission Assignment, and ensure those downrange with responsibility for executing those logistics requirements are informed and are appropriately resourced.



6. Policies, Plans and Procedures

Responders focused on the challenges associated with FEMA's policy limitations when supporting another D/A.

- *“DOI faced, and continues to face, significant challenges when attempting to secure resources (mostly fuel at this point) that are being managed by FEMA.”*
- *“Challenges arose when DOI employees who live in USVI and PR (who became disaster survivors following Irma and Maria) were turned away from Points of Distribution (PODs) because they were Feds.”*
- *“Examine Stafford Act limitations when responding to disasters on Federal land.”*



6. Policies, Plans and Procedures

Possible improvements or solutions include:

- DOI policy reform or Standard Operating Procedures development to address challenges related DOI employees who become disaster survivors
- Inter-agency policy reform or Inter-Agency Agreement (IAA) development to address gaps in fed-to-fed support in disaster areas
- Master agreement update
- Inter-agency policy reform to address limitations in the Stafford Act in areas where land owners are largely Federal



7. Deployments

Responders focused on the inefficiencies, both internal and external, related to those deployed in support roles.

- *“There was a need for a joint DOI Incident Management Team to deploy.”*
- *“Work with FEMA to reexamine and possibly redesign the on-boarding process for Surge Capacity Force volunteers in order to minimize the timeline to deployment. “*
- *“There’s a need for regular training of those deployed in support roles. Time was lost on those requiring training or coordinating shadowing opportunities.”*



7. Deployments

Possible improvements or solutions include:

- Build a cadre of EM support personnel (Incident Command Team (ICT) from existing B/O staff—OEM to provide training, exercise, and some level of qualification
- Development of a DOI-level exercise program
- Augment staffing in the IOC and in the field to support onboarding and processing of those being deployed.
- Create IQCS/ROSS/dispatch support position to be housed at NIFC
- Inter-agency policy related to how DOI support other agencies



8. Information Technology and Support Tools

Responders focused on technology solutions primarily for those deployed to the field.

- *“We needed something public facing that DOI employees would be able to access while in the field supporting FEMA (w/o access to DOI network).”*
- *“Provide information on the following topics: travel logistics, packing lists, emergency procedures, and FAQs (including check-in, timekeeping, and Gov CC questions).”*
- *“Deployed staff must have access to work email via mobile phone (on personal mobile if they don’t have a DOI phone).”*



8. Information Technology and Support Tools

Possible improvements or solutions include:

- Create “one stop shop” or “Common Operating Picture” for disaster related information (pull vs. push model) to be leveraged by DOI disaster responders in the field
- DOI policy and doctrine development for those deployed either to the National Capital Region in support of DOI HQ—or for those deployed in the field.
- Augment staffing (IOC and in the field) to support onboarding and processing of those being deployed
- Technology solutions for better access to info in the field



Takeaways

Need integrated approach across B/Os to deal with challenges presented in disaster environments

Recommendations:

- Build Emergency Management Cadre, from which members could serve in any number of capacities
 - *Requires training, exercise, and doctrine development across multiple tiers (1-3 FTE, or could be augmented through a contract vehicle)*
- Build Regional Coordination Program to break down stovepipes and help resolve cross-cutting issues
 - *Requires a program coordinator (1 FTE)*



Takeaways (cont.)

Need streamlined processes to manage information flow—both internally and externally

Recommendations:

- Build a crisis communications capacity for OEM
 - *Requires a crisis communications program manager (1 FTE shared by OEM and OCO)*
- Build a Common Operating Picture (COP) to be shared across B/Os for disaster-related information
 - *Requires a technology solution (cost unknown)*



Takeaways (cont.)

Training is required on many levels

Recommendations:

- Curriculum development required across multiple EM segments to include Position Task Books (PTB) for new Incident Support Team (IST), Senior Interagency Liaison Cadre (SILC), and Incident Command Team (ICT) members
- Training needs to be accompanied by exercise and doctrine programs to complete the learning cycle
 - *Requires training, exercise, and doctrine development across multiple tiers (1-3 FTE, or could be augmented through a contract vehicle)*



Takeaways (cont.)

Policy reform is required at both the intra- and inter- agency levels

Recommendations:

- Leverage expertise within B/Os to update existing policy and doctrine (both internal to DOI and externally) to reflect necessary changes
- Update Master Agreement and other Inter-Agency Agreements (IAA) to reflect necessary changes
 - *Requires dedicated policy expertise from multiple program areas (mostly ad hoc)*

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Closing Comments

Lisa Branum

Director, OEM



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The next SE-EMC Meeting is scheduled for:

March 7, 2018

